

E10: Delivering change in turbulent times: a compass to guide us

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Which way is North?



In turbulent
times, what
pushes us off
course?



What sort of
things can help
us get back on
course?



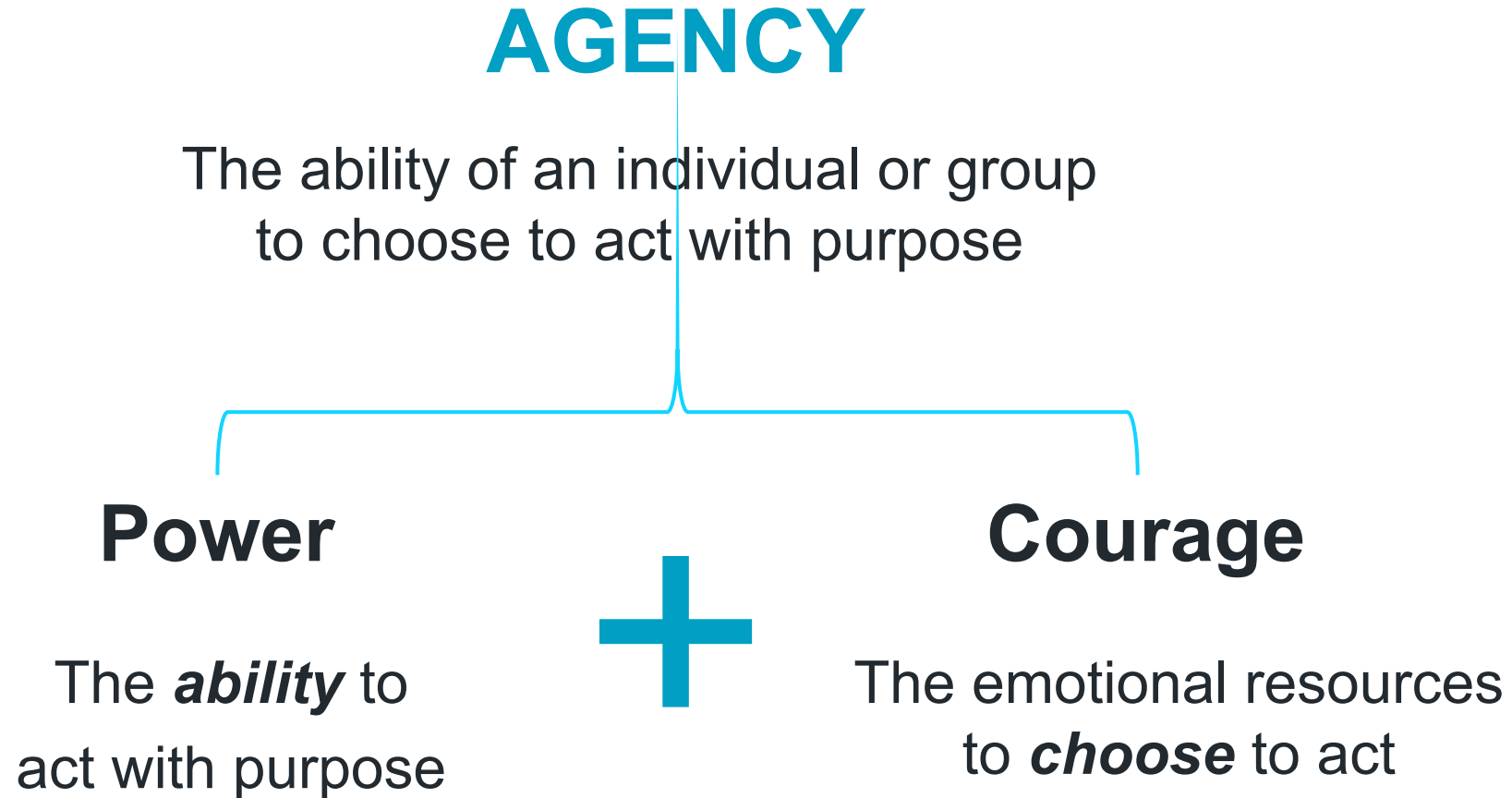


IHI Psychology of Change Framework

to Advance and Sustain Improvement



IHI Psychology of Change Framework



IHI Psychology of Change Framework

Unleash Intrinsic Motivation

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

Co-Design People-Driven Change

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

Adapt in Action

Acting can be a motivational experience for people to learn and iterate to be effective.

Distribute Power

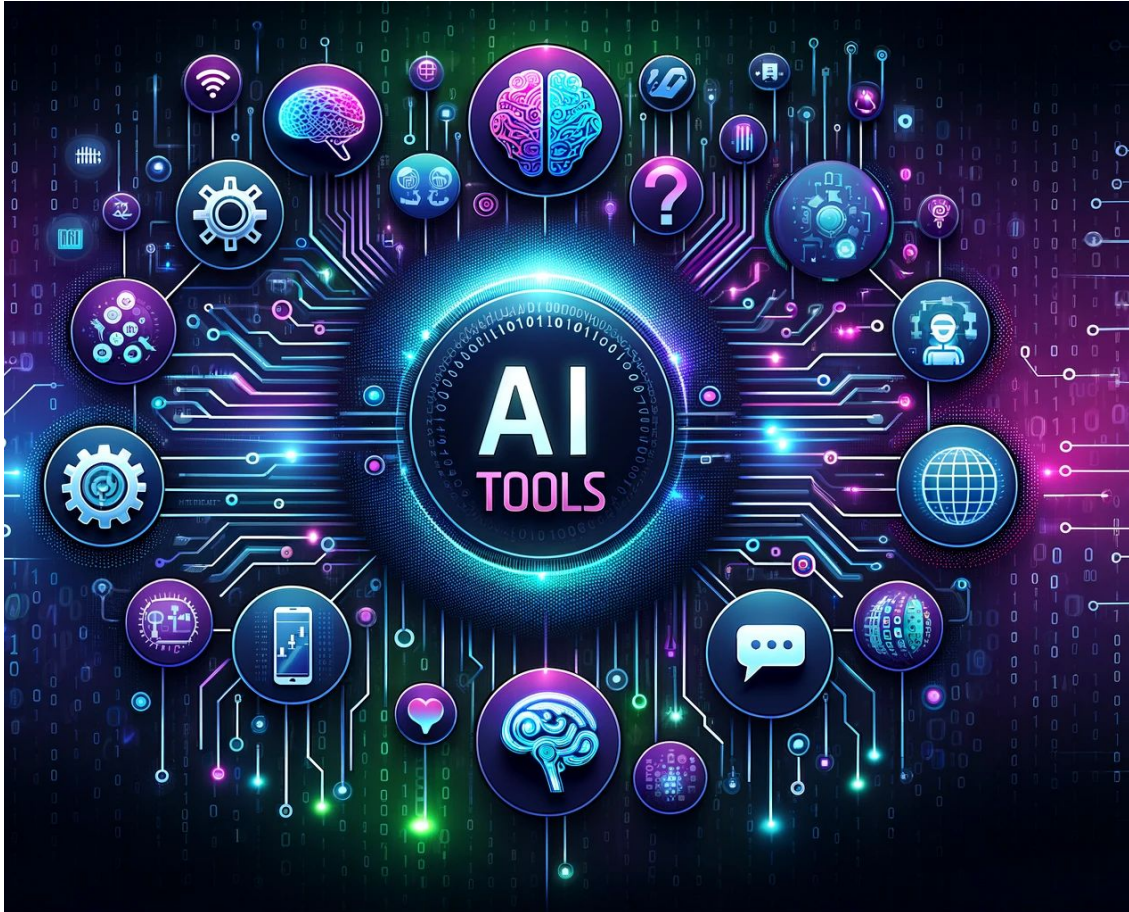
People can contribute their unique assets to bring about change when power is shared.



Co-Produce in Authentic Relationship

Change is co-produced when people inquire, listen, see and mutually commit to one another.

Choose your adventure....

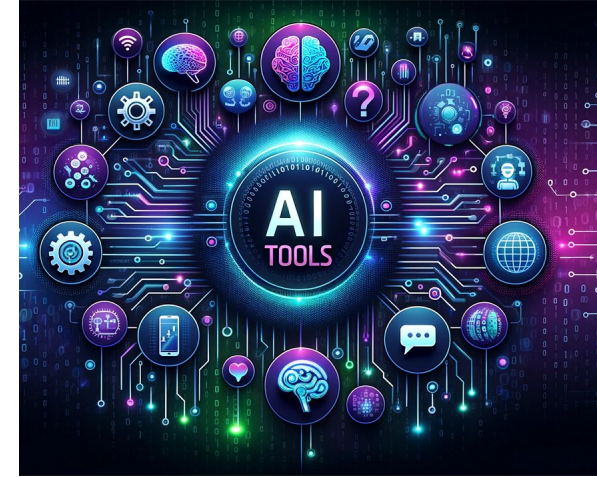




Scenario 1: Staff Shortages and Rising Demand

Your hospital is facing severe staff shortages due to illness and burnout. At the same time, patient admissions are rising rapidly. The organisation is having to implement cost-cutting measures. Morale is low, and teams are stretched to their limits.

*You are leading an improvement programme to reduce emergency department wait times.
How will you move forward?*



Scenario 2: New Technology Rollout During Uncertain times

Your health system is rolling out a new AI-powered diagnostic tool intended to improve patient safety. However, organisational uncertainty is causing widespread distrust in this work. Staff are sceptical about the new technology, fearing job losses and data misuse.

*You are leading the change effort to embed this tool in daily practice.
How will you navigate this?*



Unleash Motivation: How would you tap into intrinsic motivation here?

Adapt in Action: What's one small, quick test you could run next week?



Co-Design: Who must be involved early?

Distribute Power: Where can decisions be shared?

Co-Produce: What would authentic collaboration look like?

30-day Compass Challenge

1. Unleash Intrinsic Motivation
What will you do to tap into people's values, pride, or purpose?
Action Step:

2. Co-Design People-Driven Change
How will you involve stakeholders early in the design process?
Action Step:

3. Co-Produce in Authentic Relationship
How will you build or strengthen trust with others?
Action Step:

4. Distribute Power
How can you share decision-making or leadership in this change?
Action Step:

6. Peer Support Commitment
Who will you share your plan with for encouragement and feedback?
Name:

5. Adapt in Action
What is one small test or experiment you will run in the next 30 days?
Action Step:



Thank you!